



Innovillage innovation model

The type of open co-development supported by Innovillage is readily applicable as the basis for all development work and any development goals. It can address major or minor issues, be experimental or highly systematic, and be embedded in the daily activities of organizations and projects. It might also be related to procurement where R&D is purchased from one or more suppliers. The targets of co-development can be technologies or products, services, methods, processes or structures.

The Principles of Development

- The purpose of Innovillage's development principles is to ensure that the development is based on actual needs and is open, transparent and collaborative.
- Ensure that your development efforts are based on actual needs and take into consideration the views and needs of the relevant actors.
- Co-develop and manage the involvement of the relevant actors and partners in the development process from step one onwards.
- Take advantage of existing models and solutions.
- Openly share information regarding your development efforts and evaluations.
- Generalise the results of your development efforts into an easily implementable form.

SIX DEVELOPMENT TASKS

Open co-development according to Innovillage comprises six essential development tasks. These tasks have been defined to ensure the development of successful solutions, to achieve permanent change and to refine solutions into openly available and easily implementable operational models.

Each development process is unique. There are no set equations or a specific order to successful development. Perform these tasks in the order, tempo and accuracy that best suit your

development work. Implement a wide range of participatory methods in development and evaluation.

1. Identify the needs

Development efforts should always be based on actual needs. The first impulse for a development need may come from a variety of sources – it might be a citizens' initiative, a detected weakness in current practice, strategic planning, a legislative change or a research result. The needs relating to a specific topic or challenge can be variable and even contradictory, and may change according to the situation. Identify the relevant groups of actors and the various needs. Negotiate, specify and adapt the needs so that they can be used as the shared starting point for co-development.

2. Translate needs into goals

Translate the needs which serve as a starting point for development into specific goals. This is not a mechanical procedure, but involves negotiations and agreement on shared goals. The goals can relate to the development of a solution, its features and characteristics, functionality, performance, or the results intended to be achieved with the developed solution.

3. Develop solutions

To avoid duplicate work, search and implement existing models and solutions, and adapt them to your operating environment. If a suitable solution cannot be found, design and innovate new solutions. Consider the solution under development as a practice or set of practices to be implemented. Analyse your solution from different perspectives using the solution development matrix. Do not limit testing to fully developed solutions. Instead, test even very preliminary ideas as soon as possible. The best way to design and refine a solution is to test it and experiment with it.

4. Test and evaluate

Efficient development methods incorporate agile and fast testing and evaluation. However, the applicability depends largely on the nature of the solution under development. Some solutions may require a longer development process before testing is possible. Always include evaluation in the testing procedure. Depending on the need for evaluation, it can be systematic or less rigid. For example, you can evaluate how well a solution can be implemented, and/or the results intended to be achieved with the developed solution.

When evaluating, consider the following, when relevant:

- Specify the goals regarding the implementation of the developed solution and/or its results that are being evaluated.
- Using the goals, specify the questions you are trying to answer with evaluation.
- For each evaluation question, define the criteria and/or indicators used in the follow-up and evaluation.

- Select the evaluation methods. The selected methods should always serve the designed evaluation as well as possible and allow the voices of the different actors to be heard.
- Follow-up and evaluations can be carried out before, during and after implementing the solution. Also monitor the unintentional changes resulting from the newly implemented solution.
- Based on the data collected, make deductions and assessments as to where the solution was successful, where it failed, and why.

If necessary, adjust the solution accordingly and try again.

5. Stabilise the practice

When tests show that the intended results are being achieved, stabilise the solution into a permanent practice in your environment. Schedule the establishment of a new practice, and organise the required resources, initiation and training. Introducing new practices is less complicated when the key actors (citizens, professionals, management, decision-makers, other partners, etc.) have committed themselves to and have participated in the development work.

6. Generalise into a model

Generalise the solution developed into a general model which does not contain any local information or data related to the development process. Specify the intended use and determine the key factors and stages that should be true for all of the environments where the model will be implemented. A generalised model serves as a showcase, allowing you to demonstrate your solution in various situations. Others can use your general model in order to develop and adjust their own solutions. Update the model as you gain more experience in its implementation.